

# **SAMPLE SYLLABUS**

**PLEASE CHECK BACK FOR UPDATES**

STERN SCHOOL OF BUSINESS  
NEW YORK UNIVERSITY

## **International Marketing Management**

Fall 2005, C55.0064.001/2

Professor Susan Douglas  
K-MEC 7-93, (212) 998-0418  
Fax: (212) 995-4221  
Email: sdouglas@stern.nyu.edu

E-mail: sdouglas@stern.nyu.edu  
Office Hours: Monday 11:30-1:30  
Wednesday 11:30-1:30  
(or by appointment)

## **COURSE OUTLINE**

### **I. COURSE OBJECTIVE**

The purpose of the course is to examine the specific issues involved in developing an international marketing strategy and in conducting marketing operations on an international as opposed to a “domestic” scale. Attention will be focused on problems such as identifying and evaluating opportunities in international markets, developing and adapting marketing tactics in relation to specific national market needs and constraints, and coordinating strategies in global markets. A strategic planning approach will be adopted.

### **II. TEXT**

The text for the course will be:

Susan Douglas and C. Samuel Craig, Global Marketing Strategy, McGraw-Hill. **(GMS)**  
There is a case packet available in the bookstore.

Additional readings are detailed in the course outline and will be handed out in class.

### **III. COURSE REQUIREMENTS**

Course requirements consist of both team and individual assignments. In addition, all students are expected to participate actively in class discussions.

#### Team assignments:

- 1) to develop an international market entry strategy for a product or service. This has two parts as outlined in Appendix I – a) evaluating opportunities worldwide for the product/service and b) drawing up a marketing plan to enter the selected country.
- 2) to make a collage of either a world-minded or a locally-oriented consumer. (Appendix II).

#### Individual assignments:

- 3) to submit a 1½ page write up of two of the cases (as outlined in Appendix III).
- 4) to complete a take-home final exam. This will consist of short essay questions, covering the textbook, readings and class discussion.

The following grading coefficients will be applied:

International Marketing Plan.....	40
Cases.....	20
Exam.....	30
Class Participation.....	10

Group participation in each project will be evaluated by means of a peer rating. Each member will be required to submit a peer rating for the project (Appendix IV) which should be submitted to me on or before **December 14, 2005**.

Date	Session Topic	Readings	Assignment
09/07	Introduction: Operating in a Global Environment	<ul style="list-style-type: none"> <li>• GMS: Ch. 1</li> <li>• David A. Ricks, "How to Avoid Business Blunders Abroad," <u>Business</u>, April 1984.</li> <li>• "Europe Hears Apple's Song," <u>Business Week</u>, July 6, 2004.</li> </ul>	
09/12	The Evolution of Global Marketing Strategy	<ul style="list-style-type: none"> <li>• GMS: Ch. 2</li> <li>• "Zara Has A Made To Order Plan For Success," <u>Fortune</u>, Sept. 4, 2000.</li> <li>• "Hip H&amp;M" <u>Business Week</u>, Nov. 11, 2002.</li> <li>• "Has Benneton Stopped Unraveling?" <u>Business Week</u>, June 30, 2003.</li> </ul>	Form teams for project and submit list of names
09/14	Developing a Competitive Advantage	<ul style="list-style-type: none"> <li>• GMS: Ch. 5, pp. 111-126</li> <li>• "As US Quotas Fall, Latin Pants Makers Seek a Leg Up In Africa," <u>Wall Street Journal</u>, June 16, 2004.</li> <li>• "A New World Economy," <u>Business Week</u>, Aug 22/29, 2005.</li> </ul>	Select product for project
09/19	Assessing International Marketing Opportunities	<ul style="list-style-type: none"> <li>• "A Low Budget Cola Shapes Up Markets South of the Border," <u>Wall Street Journal</u>, October 27, 2003.</li> <li>• "Cola Wars as Islam Shuns The Real Thing," <u>The Times</u>, October 11, 2002.</li> </ul>	CASE: THE COLA WARS IN CHINA
09/21	Assessing International Marketing Opportunities (continued)	<ul style="list-style-type: none"> <li>• GMS: Ch. 3, pp. 51-66; Ch. 4</li> </ul>	
09/26	Entry Strategies	<ul style="list-style-type: none"> <li>• GMS: Ch. 6</li> <li>• "For Starbucks There's No Place Like Home?" <u>Business Week</u>, June 9, 2003.</li> <li>• "Ah Paris Strolling Along the Seine, Sipping Totally Coffee," <u>Wall Street Journal</u>, October 10, 2002.</li> </ul>	
09/28	Alternative Modes of Operation: Exporting, Licensing and Franchising	<ul style="list-style-type: none"> <li>• GMS: Ch. 7</li> <li>• "Seven Rules of International Distribution," <u>Harvard Business Review</u>, Nov-Dec 2000</li> <li>• VIDEO: McDonald's in Moscow</li> </ul>	
10/03	Alternative Modes of Entry II: Joint Ventures Wholly-owned Subsidiaries Acquisitions		CASE: BEN & JERRY'S IN JAPAN
10/05	Assessing Customer Behavior	<ul style="list-style-type: none"> <li>• GMS: Ch. 9</li> <li>• "For Asian Women, Weight Loss Rule 1 Is Skip the Gym," <u>Wall Street Journal</u>, October 9, 2003.</li> <li>• "Underneath, Saudi Women Keep Their Secrets," <u>New York Times</u>, August 10, 2003.</li> <li>• "Inside the New China: Little Emperors," <u>Fortune</u>, September 20, 2004.</li> <li>• "Hindu Hardliners Burn Valentine Cards," <u>Yahoo News</u>, February 14, 2005.</li> </ul>	

Date	Session Topic	Readings	Assignment
10/12	Market Segmentation	<ul style="list-style-type: none"> <li>• “MTV’s World,” <u>Business Week</u>, February 18, 2002.</li> <li>• “Armani is Starting His Long March to China,” <u>Business Week Online</u>, May 3, 2004.</li> <li>• “China Deluxe,” <u>Fortune</u>, July 26, 2004.</li> </ul>	Worldminded/Local-Oriented Collage
10/17	The Global Standardization Debate	<ul style="list-style-type: none"> <li>• “Global Brands,” <u>Fortune</u>, Nov 22, 2001.</li> <li>• “What’s This The French Love McDonald’s,” <u>Business Week</u>, January 13, 2003.</li> <li>• “Can McDonald’s Get Cooking in Europe?” <u>Business Week Online</u>, April 26, 2004.</li> <li>• VIDEO: Kentucky Fried Chicken</li> </ul>	
10/19	Product Positioning	<ul style="list-style-type: none"> <li>• “The Hunt for Globalization that Works,” <u>Fortune</u>, October 28, 2002.</li> <li>• “Exposure Wins Indian Vintner’s Favor,” <u>Marketing News</u>, October 28, 2002.</li> <li>• “Why Selling to the Poor Makes for Good Business,” <u>Fortune</u>, November 15, 2004.</li> </ul>	CASE: CITIBANK ARGENTINA
10/24	Product Positioning ( <i>continued</i> )	<ul style="list-style-type: none"> <li>• GMS: Ch. 10, pp. 213-220</li> <li>• “Coke’s Big Gamble in Asia: Digging Deeper in China, India,” <u>Wall Street Journal</u>, August 4, 2004.</li> <li>• “For Coke, Local Is It,” <u>Business Week</u>, July 3, 2000.</li> </ul>	
10/26	Pricing	<ul style="list-style-type: none"> <li>• GMS: Ch. 11, pp. 257-262</li> <li>• “One Way to Sell beer: Raise Prices,” <u>New York Times</u>, April 20, 2003.</li> <li>• “What’s In A Pill?” <u>Business Week</u>, June 18, 2001.</li> <li>• “More Russians are Saying ‘Charge It’,” <u>Business Week Online</u>, October 4, 2004.</li> </ul>	First part of team project due.
10/31	Distribution Channels	<ul style="list-style-type: none"> <li>• GMS: Ch. 10, pp. 228-239</li> <li>• “A British E-Grocer Takes On Amazon,” <u>Fortune</u>, June 12, 2000.</li> <li>• “Carrefour in a Corner,” <u>Business Week</u>, October 11, 2004.</li> <li>• “The Great Wal-Mart of China,” <u>Fortune</u>, July 11, 2005.</li> <li>• “The Next Wal-Mart” <u>Business Week Online</u>, April 26, 2004.</li> </ul>	
11/02	Distribution Channel		CASE: ZARA
11/07	Promotion	<ul style="list-style-type: none"> <li>• GMS: Ch. 10, pp. 220-228</li> </ul>	INTERNATIONAL VIDEOS

Date	Session Topic	Readings	Assignment
11/09	Global and Portfolio Analysis	<ul style="list-style-type: none"> <li>• GMS: Ch. 13</li> <li>• “The Beer Wars Come to a Head,” <u>Business Week</u>, May 24, 2004.</li> <li>• “It’s Miller Time In Johannesburg,” <u>Business Week</u>, April 22, 2002.</li> <li>• “Freddy Heineken’s Recipe May Be Scrapped,” January 28, 2002.</li> </ul>	
11/14	Growth Strategies		CASE: NEO PETS
11/16	Developing Focused and Hybrid Strategies	<ul style="list-style-type: none"> <li>• “The Beauty of Global Branding,” <u>Business Week</u>, June 25, 1999.</li> <li>• “L’Oreal’s Global Makeover,” <u>Fortune</u>, September 30, 2002.</li> </ul>	In Class Presentation
11/21	Developing Broad-Based Global Strategies	<ul style="list-style-type: none"> <li>• “Nestlé is Starting to Slim Down at Last,” <u>Business Week</u>, October 27, 2003.</li> <li>• GMS: Ch. 14</li> <li>• “TV’s Mr. Big,” <u>Fortune</u>, February 9, 2004.</li> <li>• “Despite Revamp, Unwieldy Unilever Falls Behind Rivals,” <u>Wall Street Journal</u>, January 3, 2005.</li> </ul>	Inclass Presentation
11/23	Ethical Issues	<ul style="list-style-type: none"> <li>• “Coke’s Water Bomb,” <u>BBC News</u>, June 16, 2004</li> </ul>	Class Exercise
11/28	International Branding	<ul style="list-style-type: none"> <li>• John Quelch, “Global Brands: Taking Stock,” <u>Business Strategy Review</u>, 1999, Vol. 10, 1, pp. 1-14.</li> <li>• “The Best Global Brands,” <u>Business Week</u>, August 5, 2002.</li> <li>• “Can High End Hold Its Own?” <u>Business Week</u>, June 30, 2003.</li> <li>• “The Big Brands go Begging in Europe,” <u>Business Week Online</u>, March 21, 2005.</li> <li>• “China’s Power Brands,” <u>Business Week Online</u>, November 8, 2004</li> </ul>	CASE: HENKEL KGaA
11/30	International Branding Strategy	<ul style="list-style-type: none"> <li>• “The Red Baron,” <u>Forbes</u>, July 3, 2000.</li> <li>• “Virgin is in for a Bumpy Ride,” <u>Business Week</u>, October 30, 2000.</li> <li>• “Virgin Takes Ewing,” <u>Business Week</u>, January 22, 2000.</li> </ul>	
12/05	Challenges Facing Global Marketers	<ul style="list-style-type: none"> <li>• GMS: Ch. 16</li> </ul>	Class exercise
12/07 12/12 12/14	<b>PRESENTATION OF MARKETING PLANS</b>		

## Appendix I

### INTERNATIONAL MARKET ENTRY PROJECT

This project is intended to give you “hands-on” experience in developing an international market entry strategy for a hypothetical company. It is divided into two parts:

#### **Part I: Evaluating Worldwide Marketing Opportunities**

1. First, choose your product. You might, for example, choose muffins, bagels, rollerblades, lingerie, toys, mobile phones, exercise equipment, T-shirts, windmills, lawn mowers, golf clubs, etc. Next, you need to define company size and resources, competitive advantages and positioning, and overall orientation. (Note you are a *hypothetical* company).
2. You should then collect data to identify and evaluate potential marketing opportunities throughout the world. If you opt not to examine an area, e.g. Russia, Africa, you should be able to justify this decision (in terms of the nature of the product or management objectives). This will require you to collect two types of data; *general* country indicators, relating to the general business environment and indicators to assess *product* market potential.
3. You will need to be selective in your choice of indicators (approximately 18-22 indicators should be adequate).

You should adopt a four-stage approach.

- a. First, develop a number of *preliminary* screening criteria for eliminating countries depending on management objectives, for example, climate, if selling fur coats, or minimum population size, average income, if selling mass market items. These should not, however, be too restrictive in determining the feasible set of countries to be examined in depth.
  - b. Next, select indicators to evaluate the investment climate of a country, i.e. GNP growth, inflation rate. Do not forget that these should include indicators relating to factors which constitute barriers to entry, e.g. tariffs, product regulation, exchange controls, as well as indicators of business potential, e.g. consumption expenditure. Finally, collect data relating to infrastructure requirements, e.g. media, physical distribution, distribution channels, etc. which affect the feasibility and profitability of exploiting market potential as well as competition. The next step is to examine indicators of product market potential. The specific indicators will depend on the product you have selected. Collect as much data as possible relating to the specific product market, e.g. product usage and sales data, product sales of competing or substitute products. This is the most important stage. Data on these indicators can be obtained from secondary data sources such as the World Bank Development Report, Euromonitor’s Global Marketing Information Database, Consumer Europe, and EIU Country Reports. Some data can be obtained from the Internet, but please be careful about the reliability and accuracy.
4. Draw up a report of approximately 7-8 pages evaluating these opportunities, stage by stage. Identify key factors determining success in marketing the product and any specific constraints which impede the marketing effort. Based on this analysis select a country (or group of countries) on which to focus your efforts. This report should be handed in on **October 26, 2005**.

Please consult previous projects which can provide ideas on possible screening procedures.

## **Part II: Developing an International Marketing Entry Strategy**

This part of the project is intended to provide you with first-hand experience in developing a strategic marketing plan for entering an international market. In general, this should be the country selected in phase I, though you may decide after collecting additional data to enter another country.

1. Collect additional data related to the country, and product market and draw up a strategy for entering this market. The core of the company marketing strategy will be the description of the positioning and the target market (s) which you have chosen. This will provide guidelines for proposed tactics, i.e. distribution, price and promotional policy.

You will need to make some assumptions about production location, financial, and production capacity. I suggest you assume you will ship your product from the U.S., and have a time horizon for your marketing plan of 1-3 years, though you should keep the long-term in mind.

You may find it helpful to do field work, i.e. interview companies, advertising agencies, etc. relating to your product.

2. Draw up the details of your strategic plan, including product positioning and modifications, pricing strategy (including trade discounts, freight and distribution costs), distribution strategy (i.e. choice of direct vs. indirect channels, type of coverage etc.), and promotional strategy, (including a media plan, advertising copy, sales promotion and personal selling strategy - where relevant).
3. You will also need to develop a marketing budget, including all expenses based on projected market share, distribution and promotion costs.
4. Some guidelines concerning plan implementation, key strategic moves, and anticipated future developments should be included as well as a contingency plan. In essence, this final concluding section should lay out a proposed strategy in view of expected market trends.

The final paper should be typed, double-spaced, approximately 20 pages including parts I & II (excluding Appendices and other supporting material). Please keep a copy for your records. This should be handed in by **December 14, 2005**.

## INFORMATION SOURCES FOR THE TEAM PROJECT

---

<b>PRELIMINARY SCREENING CRITERIA</b>	World Development Report (Table 1)
---	------------------------------------

---

<b>COUNTRY INDICATORS</b>	The PRS Group, <u>Political Risk Yearbook</u> World Bank, <u>World Development Indicators</u> EIU, <u>Country Reports</u> <u>Country Profiles</u> The Global Competitiveness Report UNDP, Human Development Report
-------------------------------	---

---

<b>PRODUCT MARKET INDICATORS</b>	Euromonitor, Global Marketing Information Database (electronic access only) Consumer Europe Consumer Asia Consumer Latin America Corporate Intelligence, <u>Marketing in Europe Series</u> Euromonitor, Market Research International Euromonitor, Market Research Europe
--	--

---

<b><u>Key Websites</u></b>	
1) Michigan State University	<a href="http://www.ciber.msu.edu">www.ciber.msu.edu</a>
2) Kansas State University	<a href="http://www.ibrc.business.ku.edu">http://www.ibrc.business.ku.edu</a>
3) STAT – USA	<a href="http://www.stat-usa.gov">http://www.stat-usa.gov</a> (includes National Trade Data Bank – and World Fact Books)
4) World Bank	<a href="http://worldbank.org">http://worldbank.org</a>
5) CIA	<a href="http://www.cia.gov/cia/publications/factbook">www.cia.gov/cia/publications/factbook</a>

---

## Appendix II

### Instructions for Making a Collage of a World-minded Individual or Locally-Oriented Individual

*(Team assignment to be presented in class)*

#### Assignments

Each team will be assigned to make a collage of either a world-minded or locally-oriented individual.

#### Definitions

*Locally-oriented:* A person whose primary identity, sphere of interests and point of reference is local, e.g. a New Yorker? A person who lives in a small town, in the Mid-West, or in the South.

*World-minded:* A person whose primary orientation is the "world" – who is interested in, and aware of events and happenings around the world and is open to ideas, products and ways of life of other countries and cultures. (This isn't necessarily someone who just travels a lot.)

#### Materials

You can use whatever materials come to hand: photos, cuttings from magazines, labels, tickets, postcards, images from the Internet. If you use magazines, bear in mind that the type of magazines (e.g. business, sports, science, fashion) will influence the image in the collage.

*I will put some magazines in a box outside the door. I will purchase up to \$12.00 of magazines (i.e. 3-4) for each group – but you must tell me what magazines you want by **Monday, October 3**. I can buy them for you so you can pick them up on or after **Wednesday, October 5**.*

#### Procedure

This is a team project. I suggest each team member collects items for the collage and that you all meet to assemble it. This should take approximately one hour. Please think about how to interpret your collage, and identify:

- 1) The three or four most important attributes of a world-minded person or locally-oriented person;
- 2) The type of products or brands you think this person would be attracted to; and
- 3) The type of media, magazines, TV or radio shows, etc. you think might be used to target this segment.

At least one or two team members should be prepared to interpret/explain the collage in class on **October 12**. There will be a question on the final exam relating to the collage.

#### Write-up

You should also hand in a brief write-up (less than 1 page) of your interpretation of your collage covering the three points listed above.

## Appendix III

C55.0064.001  
International Marketing Management

Professor Susan Douglas

### GUIDELINES FOR CASE WRITE-UP: PLEASE READ CAREFULLY

*The write-up of the case should be written in management summary form and should not exceed 1½ - 2 pages single-spaced. You are advised to use bullet heads.*

1. First, **define clearly and concisely, the basic decision problem**. This should focus on the action to be taken, e.g. how to enter international markets, developing a long-run strategy for international growth, rather identifying symptoms such as declining sales, increased competition. **The problem statement should be summarized in 4-5 lines.**
2. Next, identify a number of **alternative courses of action** to deal with the problem identified in #1, i.e. alternative entry modes might include direct exporting, joint ventures, franchising, etc. For each alternative, **list the pros and cons** using bullet heads. **This should be the major part of your write-up.** Materials such as tables, quantitative analysis, may be placed in appendices, not in the text. Do not repeat tables and material contained in the case.
3. Write a brief summary, recommending **a course of action**, selecting one of your suggested alternatives. Give a brief rationale for your choice. **This should not exceed 6-7 lines.**

## Appendix IV

### Peer Rating

Each team member is required to submit a peer rating form. This form is to contain an evaluation of each team member with the exception of yourself. The form will be kept in strict confidence. In the space provided below please fill in the names of your team members and record your peer rating for each. Submit the form to me on or before **December 14, 2005**. The form should be signed and enclosed in an envelope.

The peer rating is based on a total awardable point base of 100 points for all team members other than yourself. You should award the 100 points among your team members based on a consideration of the following:

1. Willingness of the individual to carry out jobs assigned.
2. Ability of the individual to meet deadlines.
3. Cooperation with other team members.
4. Quality of the individual's work.
5. Individual's overall contribution to case reports and completion of the group project.

<b>TEAM MEMBERS</b>	<b>POINTS AWARDED</b>
1.	
2.	
3.	
4.	
5.	
6.	
	Total
	<u>100</u>

Additional Comments:  
(Use reverse side if necessary)

\_\_\_\_\_  
Signature of the team member doing evaluation

